



CENTER FOR INFORMATION MANAGEMENT

PROGRAM AND RESOURCE PLAN

AUGUST 3, 1991

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**CENTER FOR INFORMATION MANAGEMENT
DEFENSE INFORMATION SYSTEMS AGENCY**

**PROGRAM SUMMARY
Fiscal Years 1992-1998**

The Center for Information Management, Defense Information Systems Agency (DISA), is chartered to support the Director of Defense Information by providing information management technical services to the DoD community. These services are a part of the DoD Corporate Information Management program, a DoD-wide effort to streamline business operations and processes which in turn will help improve the design of cost effective, non-duplicative information systems.

DISA's vision is that within three years, the Center for Information Management will be:

"The recognized center of excellence for information management, assisting customers to achieve continual improvement and cost reduction in their DoD mission areas."

An important DoD goal is to improve the efficiency and effectiveness of the Department's information management program. Reflected in this plan, is the Center's five-pronged approach which will be used by DISA to support the Department in achieving its overall goal:

1. Assist in identifying better ways of doing business through improved business methods and practices that are tied to quantifiable measures of performance.
2. Promote efficiencies and standardization in software engineering, development, and maintenance (i.e., via CASE tools).
3. Assist in developing common information systems for each functional area, built on standard data and business methods.
4. Promote open systems standards to allow the use of commercial products and to facilitate open competition for services; facilitate porting of applications among platforms; and enable the emergence of DoD-wide applications operating in a common environment.
5. Assist in developing an efficient and effective computer and communications infrastructure through the use of mechanisms such as fee-for-service, "leasing

company", benchmarking, and evolutionary steps to a common user processing utility.

To execute this approach, the Center will provide functional and technical users throughout the Department, common, generic "building blocks" and technical processes for improving information management and developing better information systems. These include,

- Standard methods and tools for business case analysis, process modeling, data modeling and administration, software system engineering and open systems infrastructure engineering.
- DoD architectures for information, software applications, and technical infrastructure.
- Standards for data, information processing and information exchange.
- Common processes and procedures for life cycle management of information systems

The Center will help apply the generic building blocks to business areas and information systems. A key function of the Center is technical integration management (TIM), which is the bridge from the generic DoD wide activities of the Center to the specific functional/technical community. Also, the TIM will technically integrate the information systems for certain functional areas. (See Figure 1.)

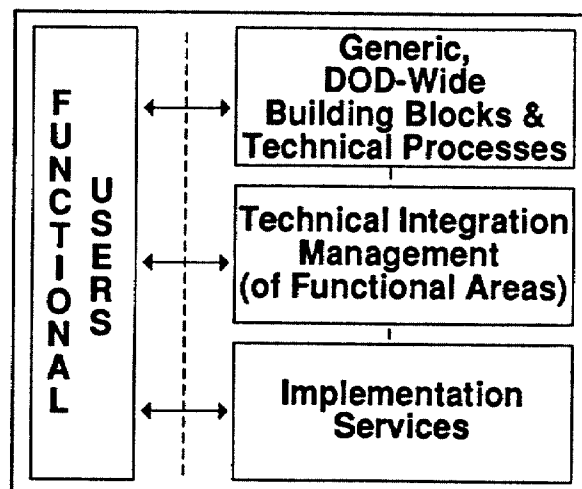


Figure 1. DISA Framework for Support

The Center's three major phases with approximate milestones identify the priority needs to establish a sound foundation for the Center's future activities.

Phase I (FY92-94): The Center will plan for the overall evolution of DoD toward improved business practices supported by modernized applications in open systems environments. It will lead the development and institutionalization of common methods and tools for achieving improved information management. It will help the Department to centralize data administration and standards efforts; ensure technical integration across the Services and Agencies in information systems developments; and plan for common acquisitions of commercial products that satisfy the DoD target architecture. Technical Integration Managers for assigned functional areas will ensure that these methods, tools, standards and architectures are applied across functional areas DoD-wide. They will also ensure technical solutions are integrated and satisfy user needs.

DISA will develop and operate an initial integrated computer processing, applications design, and communications capability on a fee-for-service basis as a model infrastructure for future information management in DoD. This common capability will begin to attain productivity levels equivalent to commercial benchmarks of performance, and will demonstrate the cost effectiveness and value added features of the future Defense Information System Network (DISN). Lastly, DISA will facilitate the transfer of CIM concepts, methods and tools to the C3I community. Several projects in the C3 functional area will be initiated by the Center in this period.

Phase II (FY94-96): The Center will continue its technical lead for improving and supporting information management in DoD. In addition, it will fully implement the methods and tools projects initiated in Phase I. In conjunction with other elements of DISA, it will increase centralized support on a fee-for-service basis across the entire spectrum of DoD information management functions and the full systems life cycle. The coordination of common acquisitions in Phase I will be strengthened to encompass total acquisition management for software and hardware. The model utility begun in Phase I will continue to evolve to provide a broad range of common services to the Department and include standard DoD information systems developed by the Center for functional area managers. The C3 function will become a focus for technical integration and development activities.

Phase III (FY96-98): The Center will increase its role as the central planner, developer, maintainer and operator of standard information systems and their underlying infrastructure for all DoD business areas, including C3. In this phase, DISA

will become the systems engineer for the Intelligence area. The infrastructure maintained and operated by DISA will now include a significant portion of the processing and communications resources of the Department. At the same time, DoD will have evolved to a competitive environment where customers can choose services based on quality and cost from alternative sources. Functional managers will be responsible for funding activities on a fee-for-service basis, such that DISA's costs will be constantly benchmarked against industry standards. The standard methods and practices initiated in Phase I and implemented in Phase II will have been institutionalized DoD-wide. As a result of this deliberate, phased approach, the Department will have become a leader in information management, and the benefits to DoD and American competitiveness will be realized.

The Center has developed a set of programs (see Figure 2) that support its missions and span the information management life-cycle. They address strategic planning and enterprise modeling, business method and performance improvement, process and data modeling, information systems development and the technical infrastructure. Each of the program areas are briefly described below; expanded program descriptions and resources follow.

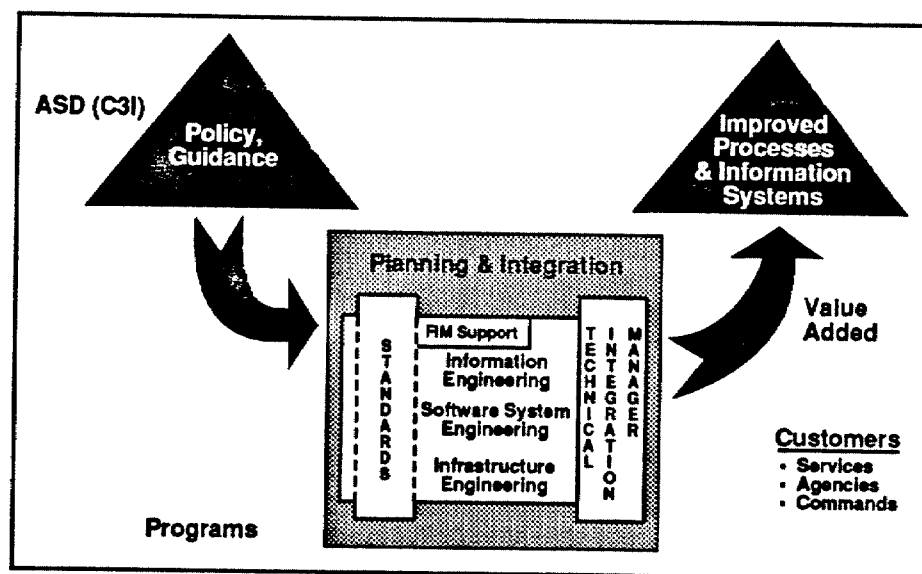


Figure 2. The Center's Program

Information Engineering This program is customer oriented and provides full support to the defense functional community by facilitating the development and implementation of improved business practices and information management capabilities. It

provides technical support in the definition of functional information requirements. It is designed to enable functional managers to increase mission capability while decreasing costs. One key area of the program is data administration which includes data standardization, data and process modeling and enterprise model maintenance.

Software Systems Engineering Geared towards improving quality yet decreasing costs of existing or developing software applications, this program focuses on improving the design, development, implementation, and maintenance of software applications DoD-wide. Initiatives include facilitating the implementation of software process improvements, promoting standardization, acquiring and implementing modern systems tools, providing IV&V, and instituting and maintaining a software reuse library.

Infrastructure Engineering This program promotes a DoD-wide computer and communications open systems infrastructure that includes end user information support systems, modernized and efficient central data processing, local ADPE configurations, and high-bandwidth value added communications. Capabilities are integrated in a framework of open systems standards and common features to ensure interoperability, portability, and end-to-end performance. The development of this infrastructure involves coordination of DoD efforts to achieve a common computer and communications architecture.

Standards The primary goal of the standards program is to identify and guide the development of standards in DoD and to encourage industry development and adoption of standards-based products that support DoD needs. The program manages the development and maintenance of information technology standards to support DoD information management systems throughout the life-cycle. Standards are the critical ingredients to fully interoperable open systems. Their use creates the "plug and play" environment that enables reuse of large components and rapid technology insertion of commercial products. The development of comprehensive standards will also aid the effort of integrating systems across functional areas.

Technical Integration Management (TIM) Technical Information Management is responsible for technical integration of DoD functional information systems. The program plans the development and implementation of functional and cross-functional information systems capabilities, using the "building blocks" (e.g., methods, tools, and standard architectures) developed by other DISA/CIM programs. The program is also responsible for oversight of Technical Implementation Managers' design, development, testing, deployment, operation and maintenance of information systems. The program fosters work with functional managers, CDAs and components to ensure a

systematic, coherent technical approach to implementing approved information systems strategies and plans.

Planning, Integration, and Customer Support This program provides technical oversight across the Center programs and among the Center, DISA and DoD information management initiatives. It supports the Director of the Center by assisting in the assessment of current Center technical initiatives and planning for future activities. This activity also executes tasks such as security and life-cycle methodology which cut across the various program areas.

Direct Center Support This is the administrative support to the Center and includes facilities management, physical security, office automation and training.

Figure 3 shows the relationship of the above program areas to DMRD 924 actions; the 14 January CIM Implementation Plan DISA/CIM activities; approved ITPB actions assigned to the Center; and other areas for Center support to CIM.

To implement the Center's vision, the Center developed this program plan. It follows the principles and vision of the Executive Level Group. Accordingly, the goal of the plan is to provide direct support to the functional and technical communities. This support is intended to result in standardization, quality and consistency of data from DoD's multiple information management systems, and elimination of duplication in the development and maintenance of multiple information systems designed to meet a single functional requirement. DISA will continue to refine the plan based on coordination of this document with the OSD, Services, and Agencies.

		Information Engineering	Software Systems Engineering	Infrastructure Engineering	Information Technology Standards	Planning, Integration, and Customer Support	Other DISA Requirements
DMRD 924	Architecture & Sds for DB & nets	X	X	X	X		
	Telecomm. and IP req. integration		X	X	X		
	Consolidation of DPT's and SDA's		X	X			
	Information Tech. Standards	X			X		
Jan 14 CIM IMP Plan	Process and Data Models and Tools	X					
	DOD Standard Info. Tech. Architectures	X	X	X			
	Data Administration Program	X			X		
	Assess Information Services	X	X	X			
	CALS Test Net. & EDI Support			X	X		
	Telecomm. & IM Services			X	X		
	Common User Equip & SW		X	X			X
	Software Design Activities		X				
	FIM Groups Management	X					
	IPC & FSC Support	X					
	DOD Functional Reqs. Methodology	X					
	Functional Integration, CM, QA	X	X		X	X	
	EA for Data Administration Pgm.	X					
	Common Data Defn.	X			X		
	Data Management Guides & Products	X			X		
	DOD Rep for Data Standards	X			X		
	Info. Arch. & Sds. Guidelines	X	X	X	X	X	
	IT Architecture Implementation	X	X	X		X	
	Stds. for IT Infrastructure	X	X	X	X		
	Tool Standards and Methodologies	X	X	X	X	X	
	ROI Tools and Models	X	X	X	X		
	Management Assessment Program	X	X	X		X	
	Major AIS Tracking				X		
	IRM Policy Compliance Monitoring	X	X	X	X	X	
	Management Indicators for DPT's			X			
	AIS Database				X		
	DPI Data Collection & Analysis			X			
	ADPE Inventory Database			X			
	AIS, ADP, & Fiscal Trend Analyses				X		

Figure 3
Mapping of Tasking to Program Areas

		Information Engineering	Software Systems Engineering	Infrastructure Engineering	Information Technology Standards	Technical Integration Management	Planning, Integration, and Customer Support	Other DISA Requirements
ITPB	01-01 Open Systems Implem. Plan	X	X	X	X		X	
	01-02 Software Process Assessment		X					
	01-03 GOSIP Conformance Testing							X
	01-04 DOD IS Symposium						X	
	01-07 DOD Migration Standards Sys.		X			X		
	01-09 Standards Program Development	X	X	X	X			
	01-11/15 Data Mgt	X						
	01-12 DODD 5000.11	X						
	01-13 OSD Work Support Envir. Acquis.			X				
	01-16 Software Eng. Tools	X	X					
	01-17 DODD 5000.11-M	X						
	01-20	X						
	01-21 IS Architecture Methodology	X	X	X	X		X	
	01-22 IPSC				X			
	01-23 Technical Integration					X	X	
	01-26 Bulletin Board						X	
Other	Common Acquisition	X	X	X			X	
	CALS				X			
	Leasing Co. (HW & SW)		X	X				
	Fee for SVC	X	X	X				
	DPI Ops			X				
	Data, SW, & Tool Repositories	X	X					
	Info Tech Std Pgm				X			
	IV&V		X					
	CDA Operations		X					
	DISN/TMP			X				X
	CIMNET			X				X

Mapping of Tasking to Program Areas (Concluded)

INFORMATION ENGINEERING PROGRAM OVERVIEW

PURPOSE: To provide technical guidance, functional and data integration, program execution assistance, data standards management, information engineering, and data management support for the DoD information management initiative.

DESCRIPTION: The Information Engineering program is a customer-oriented program that provides full support to the Defense functional community. By facilitating the development and implementation of improved business practices and information management capabilities, the Information Engineering program enables DoD functional managers to increase mission capability and decrease costs.

The Information Engineering program focuses on DoD-wide data and information management support including management of the DoD Data Administration Program, which includes the full spectrum of data management activities such as data standardization, data and process modeling, and enterprise model maintenance. Under this program, the Information Engineering program develops and acquires data modeling, functional modeling, and business case analysis methodologies and tools; provides training, consultation, and facilitation services in applying Information Engineering program processes, methods, and tools; provides technical advice and services for cross-functional and data integration requirements; and oversees the development of DoD-wide architectures.

To accomplish the above responsibilities, the Information Engineering program is structured to include four specific projects, as listed below.

KEY ACTIVITIES AND MILESTONES: During the period covered by this plan, the Information Engineering program will undertake many initiatives to improve data and information management in the Department. Key activities include: issuance of data administration procedural guidelines in FY91 with periodic updates through FY98; transition of the data administration function from the Army to the Center by June 1992; implementation of a DoD data dictionary in FY91 and a DoD repository in FY94; annual Data Administration program assessments beginning in FY92; issuance of the Data Administration Plan in FY92 with annual updates through FY98; transition of functional group management responsibility in FY92; issuance of updated functional information process guidelines in FY91 with further updates as necessary; and provision of business case analysis methodology and toolset support beginning in FY92.

INFORMATION ENGINEERING DATA ADMINISTRATION

PURPOSE: To define, plan, implement, and operate the DoD Data Administration Program.

DESCRIPTION: This project addresses the primary activities needed to implement the Center's data administration responsibilities. The Information Engineering Directorate's efforts in this area focus on developing and operating an effective DoD Data Administration Program. This includes

- developing and implementing a plan for transition of the Data Administration Program from the Army to the Center for Information Management;
- developing, maintaining, implementing and monitoring data administration program management plans;
- developing, publishing, maintaining and distributing procedural guidance for the DoD Data Administration Program;
- monitoring compliance with Data Administration policy, procedures, standards and conventions;
- providing methods and tools, training, consultation, and facilitation in support of data administration activities throughout the Department;
- and implementing effective automated support for Departmental data standardization, modeling, integration, and architecture development and maintenance through the implementation and operation of an IRDS compliant information repository.

Those activities related to DoD-wide data integration are covered under the Information Engineering Directorate's Information Architecture and Data Integration project. Activities related to external DoD data standardization issues are the responsibility of the Center for Standards and are discussed in its section of this Program Plan. The Center for Standards coordinates with the Information Engineering Directorate on data standardization matters and has responsibility for ensuring that appropriate non-DoD data standards are included in the DoD information repository maintained under the Information Engineering program.

REQUIREMENT: The Center for Information Management has been designated the DoD Data Administrator by the Director of Defense Information. In this capacity, the Center is responsible for development and operation of the Data Administration Program. (Responsibility established in ITPB Proposal 91-11.)

CUSTOMERS: The products and services associated with this project are intended to support data administration activities throughout the Department of Defense.

PRODUCTS AND MILESTONES:

Interim DOD Data Dictionary/Repository	FY91
DA Management and Operations Plan	FY91
DOD 5000.11M (Data Standards & Procedures)	FY91
Repository/Tools Requirements Specifications	FY92
Additional 5000.11M Chapters	FY92
Acquisition/Development of Repository/Tools	FY92-94
DA Annual Plan	FY92-98
Continuous Standardization of Models and Data Elements	FY92-98
DA Consultation & Training	FY92-98
Compliance reports	FY92-98
New Repository Phase-In	FY94
Updated 5000.11M	FY93-98
Continuous Update of Repository Capabilities and Tools	FY93-98

INFORMATION ENGINEERING INFORMATION ARCHITECTURE AND DATA INTEGRATION

PURPOSE: To develop and maintain DoD-level functional, process and data models, architectures and plans, and to resolve associated integration issues.

DESCRIPTION: The work associated with this project is an extension of the activities undertaken in the program's Data Administration and Support for Functional Information Management projects. It focuses on developing and maintaining an integrated DoD view of data and functional processes. The integrated DoD data and functional process models (i.e., an information architecture) that are produced, provide guidance to the functional community for use in developing data requirements and evaluating functional operations. They also provide input for designing and developing software systems architectures, and corporate and subject data bases. Maintenance of area-specific data and functional models are the responsibility of the functional community. As individual models change, the functional integration managers coordinate the changes with the Information Engineering program to ensure that DoD-level models are appropriately updated. The enterprise model will be maintained based on DoD-wide functional and data models. In addition, a data architecture will be developed to provide a framework for data integration.

A DoD database plan that shows the evolution of DoD's databases to an integrated DoD database supporting cross-functional applications will be developed in coordination with the Technical Integration Managers. The overall DoD Enterprise Model and data models will be mapped to target corporate and functional area databases and plans will be developed to evolve/migrate current databases to the targets. This activity will be closely coordinated with the functional area architecture and evolution plans developed by the Technical Integration Managers.

In developing an integrated DoD view of data and functional processes, many issues must be addressed. The Information Engineering program will facilitate the identification of functional and data issues, assist in issue resolution, and track resolution progress. It will also develop and implement a data integration strategy to address the Technical Implementation Managers' (Executive Agents') data administration efforts and to address legacy/emerging information systems.

REQUIREMENT: The requirements for work (e.g., enterprise model, data architecture, etc.) in this project area come from several sources. Much of it is derived from the Center's role as DoD Data Administrator. Other work requirements are associated with implementation of the Functional Information Management process as directed by the DDI.

CUSTOMERS: The products and services associated with this project will support functional and technical integration managers throughout DoD.

PRODUCTS AND MILESTONES:

Revised DOD Enterprise Model	FY91
Draft DOD Information Architecture	FY91
Integration Issue Resolution Process	FY92
Strategy for Legacy/Emerging Applications	
Data Integration	FY92
Updated DOD Enterprise Model and Information	
Architecture	FY92
Draft Subject Data Bases Specifications	FY92
Updated DOD Enterprise Model, Information Architecture,	
and Subject Databases Specifications	FY92-98
Full Operational Integration Issue Resolution Process	FY92-98
Draft Subject Data Base Migration/Evolution Plan	FY92
Subject Data Base Migration/Evolution Plan	FY93-95

**INFORMATION ENGINEERING
SUPPORT FOR FUNCTIONAL INFORMATION MANAGEMENT**

PURPOSE: To provide support to functional management in the identification and evaluation of business method improvements through the application of Information Management methodologies and tools.

DESCRIPTION: The Information Engineering program provides hands-on support to functional managers in developing functional business plans; establishing measures of organizational performance; identifying commercial benchmarks for comparing performance; and collecting and evaluating performance data. It provides a methodology guide for performing business case analysis and strategic systems planning, and required functional analysis and information systems planning. Information Engineering works with functional managers in:

- applying business case analysis methodologies and tools to identify opportunities for improving functional business practices;
- developing information system alternatives and strategies to improve business methods; developing specifications and functional prototypes for information systems;
- and developing consolidated information system requirements.

Information Engineering provides training, consultation, and facilitation services to enhance the functional community's understanding and use of functional information management methodologies and tools.

REQUIREMENT: The DoD Corporate Information Management Implementation Plan and the Director of Defense Information

CUSTOMERS: The products and services associated with this project will support functional managers throughout the Department of Defense.

PRODUCTS AND MILESTONES:

Complete Business Plans for Seven Groups and Draft Medical Group's Business Plan	FY91
Update CIM Methodology Guide	FY91
Develop Framework for CIM Support by COE Case Tools	FY91
Training and Facilitation Support for Legal Services, Procurement/Contracting, and Military Personnel	FY91
Complete Medical Business Plan	FY92
Training and Facilitation Support for New Functional Areas	FY92
Business Case Analysis Tool Support	FY92
Training and Facilitation Support for New Functional Areas	FY93-98
Updated CIM Methodology Guide	FY93-98

**INFORMATION ENGINEERING
SUPPORT FOR FUNCTIONAL INTEGRATION MANAGERS**

PURPOSE: To provide manpower and support to Functional Integration Managers.

DESCRIPTION: The Director of Defense Information (DDI) has reached agreement with the functional community to establish functional integration management offices that will be charged with the responsibility for vertical integration. The DDI has promised support from the Center for these functional integration management offices by providing manpower and other support.

REQUIREMENT: Director of Defense Information

CUSTOMERS: Functional Integration Managers

PRODUCTS AND MILESTONES:

Products will be defined by the Functional Integration Managers

SOFTWARE SYSTEMS ENGINEERING PROGRAM OVERVIEW

PURPOSE: To continuously improve the design, development, implementation and maintenance of software applications throughout DoD by promoting standardization and interoperability; facilitate the institution of software process improvement; provide support to the software life-cycle through acquisition and implementation of modern system tools; maintain liaison with central design activities (CDAs) on operational guidance and technical direction; and establish and maintain a software reuse library.

DESCRIPTION OF OVERALL PROGRAM: The Software Systems Engineering program is complex and requires the collaborative effort of personnel with a wide variety of talent and experience. The foundation of this effort begins with the development of an information system architecture (ISA). The ISA, supplemented by management and engineering guidelines, will provide the framework for the top-level design of DoD information system software and target that software to operate in an open systems environment. The ISA will therefore promote standardization and interoperability.

In parallel with establishing the discipline of the ISA, efforts will be directed toward continuously improving the software engineering process itself. Modern software engineering tools will be acquired and implemented as necessary to support DoD needs. A tool repository will be created and maintained, as will a DoD software reuse library. Center personnel will work closely with Technical Integration Managers and CDAs to develop guidelines that institutionalize the improved processes. The ISA will provide both generic support components for DoD software and a top level design for mission applications (e.g., personnel). The Center will also perform technical implementation manager functions in managing and operating assigned CDAs. This will include planning for their migration to open systems environments, insertion of standard methods and tools, and operation on a fee-for-service basis.

KEY ACTIVITIES AND MILESTONES: The key activities of the Software Systems Engineering program include: conduct software process assessments starting in FY 1992 and produce guidelines for software engineering processes, methodologies and management in FY 1993; establish a software tools repository in FY 1992 and select an I-CASE vendor in FY 1993; develop a software systems architecture baseline by FY 1993 and prototype in FY 1994; and conduct CDA operations (for assigned CDA's) beginning in FY 1992.

**SOFTWARE SYSTEMS ENGINEERING PROGRAM
SOFTWARE STANDARDIZATION/INTEROPERABILITY**

PURPOSE: To develop a standard framework for the top level design of DoD information systems software that enables the sharing and reuse of designs, code and standard data structures; forms a basis for cross-functional integration; promotes application portability and interoperability; leads the Department in efforts to manage migration standard system efforts; and encourages technology insertion primarily through commercial off-the-shelf (COTS) products.

DESCRIPTION: An information system software architecture (ISSA) and evolution plan will be developed to identify common software components and their interfaces, software layering, standard data/communications interfaces, standard user interfaces, software languages, security parameters and other standards-based features and characteristics for a modular structure. In addition to the generic support components (e.g., DBMSs, E-mail applications), the ISSA will provide a top level design for DoD mission applications. This will be developed in close coordination with the Technical Integration Managers for functional areas. The ISA will be used by Technical Integration Managers, Technical Implementation Managers and systems developers in their system application efforts.

This project will work closely with the Infrastructure Engineering Directorate to ensure that the ISSA is consistent with the Infrastructure Architecture. Further, the ISSA will be developed in accordance with the NIST Applications Portability Profile (APP) and open systems specifications.

Extensive research will be conducted in the areas of Migration Standard Systems, reverse engineering and re-engineering. Guidelines and technical advice/guidance are the products of this effort. This project will facilitate the evolution to open, distributed environments and downsizing of applications.

The ISSA will be supplemented with management and engineering guidelines for its effective use in new developments and the migration/conversion of the existing software inventory. The ISSA will be prototyped and evaluated, and periodically reevaluated using the evaluation test results to ensure standardization and interoperability prior to widespread use.

REQUIREMENT: CIM Implementation Plan (14 January 1991)

CUSTOMERS: Center Director, ASD(C3I), Technical Integration Managers, CDAs

PRODUCTS AND MILESTONES:

DoD software system requirements	FY92
ISA concept paper	FY92
Operating system services software guidelines	
User Interface Services Software Guidelines	
Data management services software guidelines	
Data interchange services software guidelines	
Graphics Services Software Guidelines	
ISA draft	FY92
Baseline ISA	FY93
Network Services Software Plan	
Security services software plan	
System management services software plan	
Programming services software plan	
Mission applications plan	
Configuration control plan	FY93
Initial test plan	FY93
ISA prototype testing	FY94
ISA life-cycle maintenance plan	FY94
Initial implementation guidelines	FY94

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SOFTWARE SYSTEMS ENGINEERING SOFTWARE PROCESS IMPROVEMENT

PURPOSE: To evaluate and improve the cost-effectiveness of DoD software development and maintenance processes and supporting methods; assist DoD organizations in improving their software practices through application of software process self-assessments, action plans for improvement, and software process and product measurement and feedback; and ensure that software is built more efficiently, on time, within budget and in accordance with a stringent set of quality goals.

DESCRIPTION: This activity will develop a capability to support software process assessment using the methodology and maturity model developed at the Software Engineering Institute (SEI). Once the current software process of an organization is modeled and understood, this activity will support process improvement by offering guidance in the selection and implementation of appropriate life cycle models, technical methods and tools, and management practices (e.g., configuration management, software quality assurance, project planning) that best meet the functional and economic requirements of the user. It will also provide a set of software metrics applicable to process and products at all stages of the software development life cycle. This activity will provide support for the emerging discipline of software risk management. Tools for software risk management and for cost/schedule performance measurement will be provided. Finally, this activity will provide organizational change management, technology transfer, and "peopleware" guidance to ensure institutionalization of improved management and technology practices.

REQUIREMENT: Director of Defense Information and CIM Implementation Plan

CUSTOMERS: Center Director, ASD(C3I), CDAs

PRODUCTS AND MILESTONES:

Plan for providing software process assessments	FY92
Recommendations for initial set of software metrics	FY92
Software risk management guidelines	FY92
Software metrics database, analysis guidelines	FY92
Repository for process guidelines, methods, and metrics	FY92
Collect and analyze metrics data	FY93
Guidelines for S.E. processes, methods & mgmt practices	FY93
Software metrics toolkit	FY93
Technology transfer plan	FY93
"Peopleware" productivity study	FY94

SOFTWARE SYSTEMS ENGINEERING SOFTWARE LIFE CYCLE SUPPORT

PURPOSE: To acquire automated software engineering tools for DoD and direct efforts to implement those tools in software development and maintenance activities throughout DoD.

DESCRIPTION: This project will continuously monitor the software engineering products and evolving technologies available in the marketplace and assess their applicability to DoD. As required, this project will initiate acquisitions and/or sponsor acquisitions conducted in the services and agencies. Once acquisition activities are complete, this project will ensure successful application in DoD activities through implementation planning and a broad training program. This project will assume program management responsibility for the DoD I-CASE acquisition, currently being conducted by the Air Force. The I-CASE contract, and any other follow-on contracts, will be managed on a requirements basis by the Center, with customers paying for the products they order. A tools repository will be created and maintained. Finally, this project will continuously monitor the use of the tools provided, and adjust as necessary based on lessons learned and user requirements.

This project will require close coordination with the Infrastructure Engineering and Information Engineering Directorates of the Center to ensure that tools and methodologies are consistent with overall Center directions. It will also require procurement funds in FY93 - FY98. These funds are required to establish the I-CASE tools laboratory in the Center.

REQUIREMENT: Director of Defense Information and CIM Implementation Plan

CUSTOMERS: Center Director, ASD(C3I), Technical Integration Managers, CDAs

PRODUCTS AND MILESTONES:

Integrated Computer Aided Software Engineering(I-CASE) RFP	FY92
Establish tools repository	FY92
Develop I-CASE Implementation Plan	FY92
Develop I-CASE Training Plan	FY92
Select I-CASE Vendor	FY93
Upper Case I-CASE Tools Available	FY93
Develop tools assessment report	FY93
Establish test-bed facility	FY93
Conduct Evaluation of I-CASE Tool Performance	FY93
I-CASE Pilot Project	FY94

SOFTWARE SYSTEMS ENGINEERING CENTRAL DESIGN ACTIVITY OPERATIONS

PURPOSE: To plan, manage and operate Central Design Activities (CDAs) that are assigned to DISA/CIM; provide a model software development environment and fee-for-service operation in the selected CDAs to help lead the evolution of all DoD CDAs to the target CIM goals, methods and practices; and ensure the CDAs evolve to meet performance and quality objectives for DoD.

DESCRIPTION: This task will manage and operate selected CDAs. The objective will be to reengineer these CDAs around the methods and practices of CIM, to test and prove-out these new approaches, and to lead DoD CDA evolutions in applying the improved methods and tools to more cost-effective software system development efforts.

The activity will plan for the transition of assigned CDAs to DISA, including transfer of functions and central provision for management overhead. The planning will address the migration of CDAs to the utilization of improved DoD standard information management and software systems engineering methods, practices and tools that are being developed through the CIM initiative (e.g., I-CASE tools, software reuse repository, data management).

The CDA management will coordinate with the Technical Integration Managers and Technical Implementation Managers for support to specific functional areas. It will ensure that the design activities in each area are coordinated and fit in overall DoD architectures being developed by the Center.

Finally, this activity will transition the assigned CDAs to a fee-for-service basis. It will develop the structures, policies, billing algorithms, and other procedures/mechanisms for the transition. DISA/CIM will monitor the operations and assess performance against performance targets to ensure continual feedback and improvement.

REQUIREMENT: Defense Management Review Decision (DMRD) 924

CUSTOMERS: Technical Integration Managers, Technical Implementation Managers, Components

PRODUCTS AND MILESTONES:

Initial CDAs transition to DISA	FY92
CDA Evolution Plan	FY92
CDA Fee-for-service plan (draft)	FY92
CDA Fee-for-service plan	FY93

CDA Performance Benchmarks	FY93
CDA Fee-for-service test	FY93
Initial fee-for-service operations	FY94
Full fee-for-service operations	FY95

**SOFTWARE SYSTEMS ENGINEERING
INDEPENDENT VERIFICATION AND VALIDATION**

PURPOSE: To plan and implement a DoD independent verification and validation (IV&V) service. The most important aspect of this project is to assure software products are delivered at the highest quality. Additionally, it will ensure improved DoD software life cycle practices are properly applied and DoD software system policy and procedures are followed. This function will transition early to a fee-for-service basis.

DESCRIPTION: IV&V activities are essential to delivering high quality software products, and to ensuring that DoD development policies and practices are followed in software systems. This task will plan for a standard DoD-wide IV&V service to support Technical Integration Managers, Technical Implementation Managers, and the functional community. The plan will address improvements in IV&V methods and tools. It will consider the parallel improvements being accomplished in information management and software system methods, practices and tools. The objective will be to deliver high quality software solutions; ensure programs are properly applying the new DoD guidelines, methods and tools to define and build software tools; and achieve greater efficiency and effectiveness in the IV&V function itself.

The planning phase will identify the best approach for providing the IV&V function to DoD. The service will be tested in conjunction with real world software projects and pilot programs.

Finally, the center will operate the IV&V function on a fee-for-service basis, although some management overhead will continue to be centrally funded. The Center will monitor the implementation of the service and assess its performance against planned performance targets and benchmarks. It is anticipated that the service will grow to support all DoD in FY95 - FY98.

REQUIREMENT: Director, Center for Information Management

CUSTOMERS: Technical Implementation Managers, Components

PRODUCTS AND MILESTONES:

DoD IV&V Support Requirements	FY92
DoD IV&V Concept	FY92
Initial IV&V service plan (including fee-for-service)	FY92
Test IV&V service plan	FY93
IV&V for selected projects	FY94
Implement full IV & V service plan	FY95

**SOFTWARE SYSTEMS ENGINEERING
SOFTWARE REUSE REPOSITORY**

PURPOSE: To share the development, maintenance and use of reusable software components across all services, through the establishment and management of a DoD Software Reuse Repository.

DESCRIPTION: The DoD Software Reuse Repository will contain the aggregated contents of the DLA and the four services' repositories and will make those reusable components universally accessible to DoD elements and their supporting contractors. Each service will be provided with reuse procedures, guidelines, and standards; an initial set of reusable software components; on-site contractor assistance with domain analysis, certification and reuse techniques; a series of reuse training courses; and PC-based automated library systems for supported projects.

This project will require procurement funds in FY92 - FY98 to provide a development environment for Technical Integration Managers, for software warehouses and for reuse repository service sites, as specified in the DoD software reuse program plan.

REQUIREMENT: Director, Center for Information Management

CUSTOMERS: Center Director, ASD(C3I), Technical Integration Managers, Components

PRODUCTS AND MILESTONES:

Issue standard reuse procedures & guidelines	FY92
Assemble/distribute Reusable Software Components Catalog	FY92
Establish review/validation/certification procedures	FY92
Establish initial Reuse Repository	FY93
Initial Training for service users	FY93
Reuse Repository at full operational status	FY94

**SOFTWARE SYSTEMS ENGINEERING
ADA JOINT PROGRAM OFFICE**

PURPOSE: To exploit the use of Ada for CIM applications, based on experience gained from commercial and government Ada programs and to ensure application of software engineering principles for maximum extensibility, maintainability, portability and reuse.

DESCRIPTION: The Ada project will define a process and methods and practices that will address the critical issues on the use of Ada for both information systems and realtime systems -- integration of commercial off-the-shelf products (e.g., X Windows and relational database management systems), open systems environments, scalability and reuse. The resulting process, methods and practices will ensure integration with other information management disciplines including information engineering, business case analysis, infrastructure engineering, and performance modeling. In addition, reuse engineering, reengineering, information modeling, and database design techniques will be addressed. Technology projects will be defined to prototype use of commercial products to implement the defined process, methods, and practices. The program will support the Ada 9X effort to ensure Ada revisions satisfy CIM needs. The program will define Ada development and run-time environment requirements for the DoD-wide I-CASE acquisition. The program will coordinate its activities with other Center initiatives (e.g., information management methodology and CASE tool acquisition). The program will define other technology projects to develop bindings to requisite standards-based projects.

REQUIREMENTS: Congressional direction, DoDD 3405.1 and 3405.2

CUSTOMERS: Technical Implementation Managers, and developers,

PRODUCTS AND MILESTONES:

Initial Ada methods and process guidelines	FY92
Ada I-CASE requirements	FY92
Ada methods and process guideline revisions	FY93-98
Ada reuse methodology	FY92
Ada reuse methodology revisions	FY93-98
Ada bindings specifications and products	FY92-98
Technology prototypings	FY92-98
Ada 9x recommendations	FY92-98

INFRASTRUCTURE ENGINEERING PROGRAM OVERVIEW

PURPOSE: To promote a DoD-wide computer/communications infrastructure based on open systems standards that is efficient and effective.

DESCRIPTION: The Infrastructure Engineering program will establish an open systems technical architecture and evolution strategy for initial use in DoD in FY92 and beyond. The target architecture will employ the open systems standards established through the DoD-wide standards program. This will also include policies for fee-for-service. The payoff will be an agreement among the MILDEPs on standards and features to be acquired for all new ADP acquisitions, thus promoting interoperability and competition, reducing the costs of diversity, and ultimately enabling the installation of DoD-wide applications. Subsequent architectural planning will resolve issues in areas such as security and network management, technological currency, and expansion of attention to the C3 area. In addition to fostering a common architecture, DISA will take concrete steps to promote its implementation, such as planning a modernization of office automation for OSD.

The program will also work with the Services and Agencies to establish procedures and mechanisms to monitor the current status of DoD's hardware and communications capabilities and their evolution toward increased efficiency. This effort will capture the performance and cost of the current systems as a basis for identifying opportunities for improvements.

Finally, the Infrastructure Engineering program will actively undertake acquisition and operational activities to promote the long term evolution to a common DoD computer and communications utility that will operate in a competitive, fee-for-service environment. Such a utility would offer an open systems environment for new applications and support legacy environments for older software. This utility would provide quality service at competitive rates comparable to the best in commercial practice while offering superior security and disaster recovery.

The approach to be undertaken includes,

- Develop a "leasing company" service that will acquire hardware (both for DPI's and desktops) for all of DoD, lease that hardware to the Services/Agencies, and dispose of the hardware when no longer needed.
- Operate and modernize any DPI's that might be transferred to its purview as a "model utility".
- Plan for and ultimately acquire, a total central fee-for-service computing utility as a follow-on to the MILDEP consolidations.

- Work with the MILDEPS to improve the efficiency with which desktop computer networks are being acquired, operated, maintained, and administered.

KEY ACTIVITIES AND MILESTONES: During the period covered by this plan, Infrastructure Engineering will undertake many initiatives in the evolution to an efficient and effective DoD-wide open systems computer and communication infrastructure operated on a fee-for-service basis.

Key activities and milestones include:

initial architecture guidelines and standards	FY92
OSD Office Automation Open System RFP	FY92
initial baseline and performance report	FY92
utility options analysis and initial recommendation	FY92
fee-for-service policies for infrastructure services	FY92
strawman utility design and implementation plan	FY93
leasing company" operations	FY94
utility services IOC	FY96
supercomputer network plan	FY94
extended technical architecture to year 2000	FY94.

**INFRASTRUCTURE ENGINEERING
DEFENSE AUTOMATION RESOURCE MANAGEMENT PROGRAM (DARMP)**

PURPOSE: To maintain a DoD-wide inventory of automatic data processing equipment (ADPE), promote the reuse of hardware and sharing of capacity, aid in disposal of surplus hardware, monitor DoD progress in evolving towards an open systems environment, maintain a database of the operations costs and utilization of the data processing installations, and prepare reports for OSD, GSA, and Congress and ad hoc requests.

DESCRIPTION: This program, a continuation of the mission of the Defense Automation Resources Information Center (DARIC), recently transferred to DISA, will maintain and evolve the Automation Resources Management System (ARMS) database of the ADPE inventory throughout DoD.

In addition, data will be gathered from the Technical Integration Managers and other sources to monitor the degree to which DoD's databases and AIS application software have achieved an open systems environment, establishing a database to track and report on achievements. Continued cost savings will be achieved by promoting the efficient sharing, reuse, and disposal of ADPE in DoD as required by law and OMB policy.

REQUIREMENT: DoD Directive 7950.1, ITPB 91-01

CUSTOMERS: DASD(IRM), DDI, Director, Information Services

PRODUCTS/MILESTONES:

On-line automated resources management system database	FY92
On-line computer software Management system database	FY92
"Openness" report (annual)	FY92-98
Continue annual \$100M sharing and reuse savings	FY92
Training of information resource managers	FY92-98
Expand and refine database and reporting systems	FY92-98

INFRASTRUCTURE ENGINEERING TECHNICAL ARCHITECTURE

PURPOSE: To recommend the standards and features to be incorporated into the computer/communications infrastructure, including operating systems and user interfaces; promote interoperability and a standards-based open systems environment throughout DoD; create opportunities for increased competition, more use of commercial off-the-shelf technology, and migration of software to more efficient platforms; and enable the provision of rapid information system development to support new business practices of DoD.

DESCRIPTION: This project will establish a standards-based open systems technical architecture methodology for DoD and produce and maintain time-phased technical architecture guidance for system developers to achieve maximum "openness" covering areas such as overall technical architecture, security, network management, economic issues, and performance. Maintenance of a DoD technical architecture is a continuing activity as new technology arises and open technical issues are resolved. The technical architecture will be expanded to include the evolution of C3I voice/data communications among fixed plant and tactical sectors to enhance transparency.

To manage and monitor DoD's progress in evolving to an open systems environment, initial open systems environment guidelines and standards will be established by January 1992. DISA, with assistance from the US Navy, will also promulgate billing algorithms to be implemented in the computer/communications infrastructure to support the fee-for-service concept. Information security considerations will be incorporated into planning and implementation across all functional areas.

The target technical architecture will be promoted throughout DoD to educate developers and increase compliance. System engineering and technical support in architecture development and implementation will be provided to include tailoring generic architectures to specific programs, developing transition strategies, performing standards assessments, and assisting in determining compliance. In addition, DISA will take the lead in seeking solutions to DoD's information technology problems. This will be promoted via DoD laboratories, academia, or the commercial sector in areas where new products or increased standards efforts are required. This project will also conduct prototyping of new technologies to assess performance, prove capability, and aid migration.

Finally, adjustments to the planning for technical standards and features will be recommended on specific MILDEP consolidations and automated information systems developments to reflect a balance between architectural objectives, technical

feasibility, and cost. Compliance with technical architecture objectives will be promoted by supporting OSD program reviews.

REQUIREMENTS: ITPB 91-01, DDI Memo, "Roles and Functions in Implementation of Corporate Information Management (CIM) Systems."

CUSTOMERS: DDI, DoD Components, Director (Info. Tech.)

PRODUCTS/MILESTONES:

Initial open systems methodology guidelines	FY92
Initial common DoD-wide architecture framework	FY92
Initial open systems environment definition	FY92
Recommend a fee-for-service policy	FY92
R&D agenda	FY93
Identify and acquire tools to support promising Technical Architecture methods	FY93
Commencement of architectural review	FY93
Create newsletter for detailing technical architecture	FY93
Planning and issue analysis	FY93
Information security evolution analysis	FY93
Commencement of rapid prototyping	FY94
Extend technical architecture to year 2000	FY94
Form guidance team for C3 evolution	FY94
Extend technical architecture to year 2005	FY96
Plan evolution of C3I voice/data communications	

INFRASTRUCTURE ENGINEERING

UTILITY ENGINEERING

PURPOSE: To promote increased efficiency and performance in the computer/communications infrastructure by establishing measures of infrastructure efficiency, benchmarking industry efficiency, reviewing and recommending improvements to consolidation plans, planning a long-term DoD central processing utility, and supporting acquisition of common hardware, operating systems, and utility software to support DoD-wide applications.

DESCRIPTION: This project will establish performance and efficiency measures for computers and data communications and determine the prevailing state-of-the-art and projected improvements in the commercial sector. It will provide a capability to conduct DDI assessments. In addition, it will determine the best methods for designing computer/communications networks in terms of location, cost, capacity, performance, security, and redundancy.

This project will assist OSD in analyzing the current MILDEP consolidation plans for completeness in tasks, cost and schedule, and efficiency of processing configuration. The use of common methodology and tools will be promoted. This project will also plan a follow-on to the computer/communications infrastructure resulting from near term MILDEP consolidations addressing

- overall requirements,
- sizing,
- environment mix,
- facility planning,
- efficiency and performance predictions,
- network management engineering,
- security planning,
- service contract definition,
- program management and defense,
- specification preparation, and
- coordination with technical integration agents.

As elements of the computing utility are brought on-line, integration and testing will be performed.

A key element of this project will be planning and development of specifications for the acquisition of mainframes and user equipment in commodity procurements to facilitate migration to an open systems utility and to enable acquisition of mainframe processing equipment or services for a centralized utility with both legacy and open sectors. This will include the development of approaches to efficiently acquire, administer, maintain, and evolve office automation equipment such as surveying the commercial off-the-shelf (COTS) marketplace and accessing COTS products. Assistance will be provided to OSD in the review of DoD hardware acquisition policy to reduce lead times, to allow DoD to stay closer to the state-of-the-art, and to assist OSD in its review of major ADP hardware acquisitions, particularly in the MAISARC process. Additionally, this activity will plan an evolution of DoD's super computers into a minimum cost network capable of meeting DoD's high performance computing requirements. In the C3 sector, it will establish a cost basis for evaluating C3I system consolidations and will recommend guidelines for determining costs for system development, operation, and maintenance.

REQUIREMENTS: DMRD 924, DDI Request for Leasing Company

CUSTOMERS: DDI, Director (Info Services), Services/Agencies

PRODUCTS/MILESTONES:

Measurement plan and assessment	FY92
Initiate DPI assessments	FY92
Utility options analysis and recommendations	FY92
Premises equipment evolution and maintenance strategy	FY92
Strawman utility implementation plan	FY93
Infrastructure acquisition specification	FY93
Utility integration and test plan	FY93
Supercomputer network plan	FY94
Acquisition specification for systems and services	FY94
Source selection for utility system and services	FY95
Install and integrate new networks among supercomputers	FY96
Establish a cost basis for evaluating C3I systems	FY96
Prepare guidelines for obtaining C3I system costs	FY96
Utility services IOC	FY96
Post-1999 infrastructure specifications	FY97

**INFRASTRUCTURE ENGINEERING
UTILITY ACQUISITION AND OPERATIONS**

PURPOSE: To reduce the overall DoD ADPE and services costs by acquiring ADPE for lease to the Services, by receiving, managing, and modernizing selected data processing installations (DPIs), and by acquiring systems and services for a common open systems environment information processing utility.

DESCRIPTION: This project will encourage the implementation of an open architecture and facilitate introduction of new information systems by promoting and/or conducting common acquisitions. A key element will be to develop and manage an ADPE "Leasing Company" to provide the DoD community with state-of-the-art technology when required to reduce acquisition time. The "Leasing Company" service will acquire hardware (both for DPIs and desktops) for all of DoD, leasing hardware to the Services/Agencies, and disposing of it when not needed. The "Leasing Company" will be expanded to include acquisition of tactical C3I ADPE post-1996. Support from the MILDEPs may be required to conduct certain acquisitions.

If DPIs are assigned to DISA, this project will manage them on a fee-for-service basis in an efficient, effective, and competitive manner. It will modernize these DPIs to create a "model utility" that will compete for business in DoD.

This project will acquire DPI service offerings and turnkey from outside suppliers when necessary to meet the mission objectives of the customer community in a timely manner. It will also acquire mechanisms to efficiently administer, maintain, and evolve office automation throughout DoD. Such premises services will be offered to the MILDEPs on a fee-for-service basis. This may take the form of management oversight of MILDEP base maintenance.

REQUIREMENTS: DMRD 924, DoD Directive 7950.1

CUSTOMERS: DDI, MILDEPs, Director (Information Services)

PRODUCTS/MILESTONES:

"Leasing company" program plan	FY91
Definition of MILDEP acquisition assistance requirements	FY92
Manage a fee-for-service DPI	FY92
ADPE "Leasing company" plan	FY92
ADPE leasing company IOC	FY93
Conduct common acquisition	FY93
Acquire warehouse facility	FY94
Service offering and turnkey system	
planning/acquisition	FY93-98
Plan acquisition and operation of WWMCCS successor	FY96

DODIIS operations management plan	FY96
C3I shore-based telecommunications operations plan	FY96
Tactical C3I ADPE warehouse plan	FY96

**INFRASTRUCTURE ENGINEERING
COMPUTER-AIDED LOGISTICS SYSTEM TEST NETWORK OPERATIONS**

PURPOSE: Operate the Computer-Aided Acquisition and Logistics System (CALS) Test Network (CTN).

DESCRIPTION: This project will support OSD in the management and operations of the Computer-aided Acquisition and Logistics System (CALS) Test Network (CTN).

REQUIREMENT: JAN 14 DoD CIM Implementation Plan Memo

CUSTOMERS: OSD(P&L), MILDEPs, Defense Contractors

Products/Milestones:

Assume operation of CTN
Operate CTN

FY92
FY92-98

DoD INFORMATION TECHNOLOGY STANDARDS PROGRAM OVERVIEW

PURPOSE: To manage the development and life cycle maintenance of Information Technology (IT) Standards for use in DoD's information management systems.

DESCRIPTION: Under this project DISA's Center for Standards (CFS) will serve as the DoD Executive Agent for centralized management of information technology (IT) standards. The scope of this mission involves all functional areas, business, and C3I, and includes information, information processing, and information transfer standards. The CFS is responsible for the life cycle management of all IT standards. The primary goal of the CFS is to guide the development of standards within DoD and to encourage industry development and adoption of standards that support DoD requirements. The first priority is standards for C3I systems as these systems directly support our forces in combat. Synergy among all functional areas will be achieved by applying standards solutions uniformly where possible. The DISA/Center for Standards will execute this mission by providing strong centralized management and leadership of standards processes, and by validating, prioritizing, coordinating, controlling, harmonizing, integrating and guiding DoD standards activities. Additionally, the CFS serves as the DoD focal point for managing DoD-directed resources assigned for direct support and coordination between the NIST and the DoD.

KEY ACTIVITIES AND MILESTONES: During the period covered by this plan, the Information Technology Standards program will undertake many new initiatives to consolidate information technology standards efforts across all functional areas and promote the satisfaction of DoD needs via open systems standards. Key activities for FY92 include the establishment of a centralized secretariat/process and structure; publication of a standards management plan; integration of a C3I/DoD/non-DoD data element dictionary repository; development of a secondary imagery standard and configuration management process; initial harmonization of C3I data elements with business data elements; completion of a technical analysis for NITF TACO-2 Protocol conversion to the GOSIP/NITF Image compression standard; development of DoD GOSIP message handling requirements; the establishment of an initial standard for a graphical user's interface; and the activation of an initial information processing standards management process and structure. Projects for FY93 and beyond include the establishment of standards profiles to meet DoD acquisition needs in the areas of electronic data interchange, security and vulnerability in open systems, and GOSIP LAN interconnectivity; export of DoD information standards into the national and international arenas; and implementation of automated tools for standards management and development.

**DoD INFORMATION TECHNOLOGY STANDARDS
INFORMATION PROCESSING STANDARDS**

PURPOSE: To manage the development and life cycle maintenance of information processing (IP) standards for use in DoD's information management systems.

DESCRIPTION: The project will lead the transition of DoD information systems to standards based open systems technology by establishing a disciplined management process and structure for the definition, development, establishment, implementation and maintenance of information processing standards for C3I and business systems. A close working relationship with NIST will be established to obtain their representation of DoD interests in national and international bodies. This relationship will facilitate better acquisition strategies by promoting commercially available off-the-shelf products that meet DoD needs in all areas covered by the current NIST Application Portability Profiles guide.

REQUIREMENT: Secretary of Defense memorandum on CIM Implementation Principles, ELG Report, JROC Memo on C3I Systems Interoperability, CIM Implementation Plan, Director, Center for Standards and designation as Lead Standardization Activity for the IPSC Standardization Area.

CUSTOMERS: DISA/CIM, ASD(C3I), Joint Staff, C/S/As

PRODUCT AND MILESTONES:

Establish DISA/CFS-NIST liaison office	FY92
Establish IP program management office	FY92
Negotiate DISA/CFS-NIST Memorandum of Agreement	FY92
Establish a contingency standards process	FY92
Evaluate available graphical user interfaces (GUI) and establish an initial standard for DoD acquisitions	FY92
Establish IP stds Technical Management Panel (TMP)	FY92
Convene IP stds TMP Quarterly	FY92-98
Develop list and description of stds bodies	FY92
Update stds bodies list and descriptions annually	FY92-98
Charter initial group of DoD representatives	FY92
Update DoD representatives charters semiannually	FY92-98
Establish DoD representative management process	FY92
Manage DoD representatives and update process	FY92-98
Develop and establish IPSC Program Plan	FY92
Update IPSC Program Plan Bi-Annually	FY94-98
Define and implement initial electronic stds mgmt sys	FY92
Refine and exercise electronic stds mgmt system	FY93-98
Establish coordinated DoD participation in the evolution of POSIX stds	FY92
Produce initial catalogue of existing standards	FY93
Update catalogue of existing standards quarterly	FY93-98

Evaluate existing electronic data interchange (EDI) stds and establish an initial profile for DoD acquisitions	FY93
Develop initial prioritized list of stds deficiencies	FY93
Update prioritized stds deficiencies list quarterly	FY93-98
Define initial key stds projects	FY93
Update key stds projects quarterly	FY93-98
Establish initial stds profiles	FY93
Update approved standards profiles quarterly	FY93-98
Evaluate CALS stds applicability to DoD IP needs and incorporate into general stds profiles as appropriate	FY93
Coordinate an initiative to develop stds for security and vulnerability reduction in open systems	FY93
Publish implementation management plan	FY94
Update implementation management plan annually	FY95-98
Evaluate the applicability of artificial intelligence IP needs and establish an initial profile for DoD acquisitions	FY95
Establish large scale mass storage std for DoD acquisitions	FY95
Establish stds profiles for modeling and simulation applications such as decision support, costing and testing	FY97
Evaluate the applicability of fourth generation language stds in meeting DoD requirements	FY98

**DoD INFORMATION TECHNOLOGY STANDARDS
INFORMATION STANDARDS**

PURPOSE: To manage the processes associated with the development and configuration management of information standards for DoD and related activities.

DESCRIPTION: This program supports directly the DoD standardization initiative. This program will enhance DoD mission effectiveness through the standardization of information management and the employment of information standards. This will ensure that adequate information standards exist and are employed within DoD through life cycle management of standards processes in DOD. This area also includes participation in all appropriate international, national and commercial standards activities through an effort of coordination with various external standards activities and standards process developments. This task also provides for a central focal point for the cataloging of information standards and dissemination to all users in DoD.

REQUIREMENT: Existing C3I standards mission is documented in the DISA charter, DoDD 4630.5, MOP 160 and Director DCA Memo 18 JAN 91.

CUSTOMERS: DISA/CIM, ASD(C3I), Joint Staff, All CINCS, Services, and DoD Agencies, other Federal Agencies, and Allies

PRODUCTS AND MILESTONES:

Establish and maintain a C3I data element dictionary	FY92
Begin rationalization/harmonization of key joint tactical C3I databases	FY92
Complete rationalization/harmonization of key joint tactical C3I databases	FY92
Analyze existing info stds, identify deficiencies and corrective actions, and begin resolution process	FY92
Establish an initial catalog of existing information standards for DoD wide usage	FY92
Develop and establish a training program regarding the use of DoD standards, the information standards process, and appropriate data dictionaries	FY92
Provide integration of National Imagery Transmission Format Standards and Joint secondary imagery dissemination requirements/standards	FY92
In coordination with CIM develop and consolidate DoD C3I info and data architectures, activity, and data models	FY92
Identify and document modeling and simulation (M&S) activities and write guidelines for development of M&S stds	FY92
Produce and implement Information Technology Standards program plan	FY92
Provide C3I technical integration agent support to the Joint Staff, CINCS, and CIM	FY92

Develop a charter for defining policy, procedures and management responsibilities for the Information Standards Management Committees	FY92
Establish and maintain a non-DoD data dictionary	FY93
Establish a 24 hour-a-day CFS directory of services	FY93
Develop and put in place an information standards configuration management structure	FY93
Provide CALS/EDI standards support	FY93
Provide syntactic notation standards configuration management support documents	FY93
Provide X.400 standards configuration management support	FY93
Establish an automated database containing information on all major, existing C3I databases, and systems	FY93
Establish an on-line centralized repository containing all DoD and non-DoD approved information standards	FY94
Provide life cycle maintenance of all DoD information stds	FY94
Document standards Rev/Norm	FY94
Export DoD information standards to international, commercial, and non-DoD standards forums	FY93-98
Import international, commercial and federal information standards into DoD	FY93-98
Provide list of information standards forums, DoD representatives, and points of contact	FY93-98
Provide international travel and protocol support to DoD representatives	FY93-98
Represent DoD at international, Federal, and commercial standards forums	FY93-98
Implement building block approach to C3I data standards	FY93-98

**DoD INFORMATION TECHNOLOGY STANDARDS
INFORMATION TRANSFER STANDARDS**

PURPOSE: To manage the processes associated with development and configuration management of standards to ensure the transfer of information from source to sink for all DoD information management systems.

DESCRIPTION: Under this project DISA/CFS will manage the development and maintenance of information transfer standards to support the movement of information, both raw and processed data, a key ingredient of the total CIM initiative. Consolidation of business areas carries with it the transfer of larger volumes of information between many dispersed users, as well as larger consolidated data processing centers. This creates the need for greatly expanded efforts in standards development in the areas of broadband transmission, data communications protocols, and terminal or input/output devices. These activities fall under three major standards areas as defined in SD-1, Data Communications Protocol Standards, Strategic-Long Haul Telecommunications Standards, and Tactical Communications Technical Standards.

REQUIREMENT: The DDI supports consolidating, integrating and centrally managing DoD's IT standards. Formal tasking to DISA is forthcoming. Existing C3 standards mission is documented in the DISA charter, DoDD 4630.5 (under revision to include I), MOP 160, and Director, DCA Memo, 18 Jan 90.

CUSTOMERS: DISA/CIM, ASD(C3I), Joint Staff, C/S/As, Allies

PRODUCTS AND MILESTONES:

Develop technical requirements for transition of NITF TAC0-2 Communications Protocol to GOSIP	FY92
Produce DoD standard for areas of NITF TAC0-2 Communications Protocol which GOSIP will not satisfy	FY94
Obtain international standard approval of NITF TAC0-2 Communications Protocol capabilities in GOSIP	FY98
Complete evaluation of Joint Photographic Experts Group (JPEG) image compression coding scheme	FY92
Continue evaluation in search of improved algorithms for future use in meeting DoD needs	FY93
Publish image compression standard based upon JPEG or (if JPEG is not satisfactory) initiate work to change commercial standard or initiate work on MIL-STD	FY93
Initiate DoD GOSIP Requirements for Message Handling identification and technical analysis	FY92
Complete DoD std for DoD GOSIP Msg Handling Requirements	FY94
Complete draft of international standard on GOSIP Requirements for Message Handling	FY96
International standard approved/implemented in GOSIP	FY97
Assess tech stds on imagery in all functional areas and	

make recommendations	FY95
Write strawman stds for commonality among imagery systems	FY97
Complete processing satellite standards for IF waveform and radio frequency performance	FY95
Complete multiplexer standard for processing satellites	FY96
Complete DAMA comm protocol std for processing satellites	FY97
Complete EHF interoperability and performance standard for processing satellites	FY97
Develop, coordinate and publish a configuration management plan for new communities of interest	FY93
Initiate expanded configuration management database	FY93
Expanded configuration management database implemented	FY94
Initiate study to identify intelligence and corporate information management requirements	FY92
Complete DoD draft standard documenting unique requirements for implementing GOSIP in LANs	FY93
Complete draft ANSI std for implementing GOSIP in LANs	FY94
Complete DoD final std for implementing GOSIP in LANs	FY95
International std approved for implementing GOSIP in LANs	FY97
Select scheme for NITF error detection/correction	FY92
Prepare draft standard for NITF error detection/correction	FY94
Publish MIL-STD on NITF error detection/correction	FY95
Publish revised MIL-STD-187-700, addressing the areas which are impacted by the additional requirement to transmit corporate business information	FY96
Publish revisions to broadband transmission standards which are impacted by the additional requirement to transmit business information	FY98

**DoD INFORMATION TECHNOLOGY STANDARDS
STANDARDS SUPPORT/SECRETARIAT**

PURPOSE: To manage the details of the DISA/Center for Standards (CFS) day-to-day activities and coordinate broad program support to the entire standards effort.

DESCRIPTION: The Secretariat will support both the CFS as a whole and the Standards Coordinating Committee, the CFS's tie to the Service and Agency users, development communities, information system program managers, technology labs, and testers. The Secretariat will develop and implement business case analyses and standard operating procedures which detail the standards management process; assimilate, prepare and track actions, issues and resource matters; develop a centralized standards POM submission; manage the resultant budget, and coordinate preparation and maintenance of a DoD IT standards management plan. The Secretariat will develop and oversee execution of Configuration Management (CM) policy; develop requirements for and take action to satisfy automation requirements to support DoD IT standards management process; operate and provide user access to approved standards.

The Secretariat will assist the Director, Center for Standards and the technical directorates in integrating and coordinating all the CFS's standards management activities. The Secretariat will serve as the CFS's focal point for outside activities to acquire information about and be directed to the appropriate technical directorate. The Secretariat will support the Vice Director, Center for Standards in his role as Chairman of the Standards Coordinating Committee (SCC). The Secretariat will develop and maintain the SCC Terms of Reference and the SCC administrative processes.

REQUIREMENT: The DDI endorses consolidating, integrating and centrally managing DoD's IT standards. Formal DDI tasking to DISA is forthcoming. Existing C3 standards mission is documented in the DISA charter, DoDD 4630.5 (under revision to include I), MOP 160, and Director, DCA memo, 18 Jan 90.

CUSTOMERS: DISA/CIM, ASD(C3I), Joint Staff, C/S/As.

PRODUCTS AND MILESTONES:

Prepare IT Resourcing Strategy	FY92
Activate Standards Coordinating Committee & Secretariat	FY92
Develop IT Standards Process & Structure	FY92
Update Policy Documents (DoDD 4630.5, MOP 160, DISA Charter)	FY92
Publish IT Standards Management Plan	FY92
Refine & Improve Centralized IT Standards	FY93
Publish Second IT Standards Management Plan	FY93

Addition of Standards in Automated Repository	FY93
Enhance User Access to Automated Tools	FY93
Refine IT Policy Documents	FY93
Continue Refining IT Standards Process & Structure	FY94-98
Publish Annual IT Standards Management Plan	FY94-98
Continue Updating Automated Standards Repository	FY94-98
Implement Upgrades to Automated Standards Systems	FY94-98
Develop Additional Automated Tools for Standards Community	FY95
Plan for replacement of Automated Standards Repository in FY95-98 timeframe	FY95
Implement Plans for Replacement of Automated Repository	FY97

**DoD INFORMATION TECHNOLOGY STANDARDS
NIST TECHNICAL SUPPORT**

PURPOSE: To provide direct support and coordination between the NIST and the DoD in meeting DoD information technology needs.

DESCRIPTION: This is an ASD(C3I) DDI directed project to be managed by DISA/Center for Standards. The details are currently under negotiation between the NIST and DISA/Center for Standards.

REQUIREMENT: ASD(C3I) DDI.

CUSTOMERS: DISA/CIM, ASD(C3I), Joint Staff, C/S/As.

PRODUCTS AND MILESTONES:

Establish NIST Technical Support Office

FY92

TECHNICAL INTEGRATION MANAGEMENT PROGRAM OVERVIEW

PURPOSE: To plan and orchestrate development and implementation of information systems that fully support Department mission requirements and conform with Department standard data, infrastructure, and related technical framework and guidelines.

DESCRIPTION: The Technical Information Managers (TIMs) have primary responsibility for technical integration of information systems in DoD. The TIMs are responsible for developing the architecture and planning the development and implementation of cross-functional and functional area information systems capabilities, using the generic information systems building blocks created and maintained by the major line Directorates in DISA/CIM. The TIMs are also responsible for oversight of Technical Implementation Managers' design, development, testing, deployment, operation and maintenance of the information systems.

Program Concept

- TIMs will be assigned to provide technical integration coverage for all functional areas within the Department. Assignment of TIMs will be an incremental process, coinciding with functional area management's negotiations with the Director of Defense Information. This plan assumes the eventual assignment of 10-12 TIMs, in four phases:
 - (1) FY 91, 4th QTR: Medical, and Materiel & Logistics
 - (2) FY 92, 3rd QTR: C³, Finance, Human Resources, and Acquisition
 - (3) FY 93, 2nd QTR: Policy, Operations and Intelligence, and CINC/Theater Operations
 - (4) FY 93, 4th QTR: Additional areas as required
- As TIMs are designated, each will progress through a 4-stage process. Resource requirements for program planning will increase steadily until approximately mid-stage 2, and then level off. The basic elements of the stages are:
 - (1) Organization start up, preliminary planning/budgeting, and organization population
 - (2) Analysis of functional requirements, application of framework and guidelines, formulation of architectures, migratory plan formulation
 - (3) Chartering and overseeing programs/projects, managing selected programs/projects
 - (4) Iterative application of 2nd and 3rd stages

- This plan describes a generic program for technical integration management, applicable to all TIMs. The chart of needed resources is based on the requirements for a single TIM, multiplied by 12, with the first assignments being made the 4th quarter of FY 91, and the last taking effect the 4th quarter of FY 93.

Key TIM responsibilities are:

- Providing technical advice to the functional integration managers to help ensure adequate and feasible information systems strategies are developed for the functional area.
- Recommending Technical Implementation Manager selection to the functional ASD and the DDI for final decision.
- In coordination with CIM/XE/XF/XI, analyzing functional requirements, current baseline, the state of open systems technologies, other required building blocks, and business case data to ensure an optimum evolution path.
- In coordination with CIM/XE/XF/XI, developing technical integration plans for the functional area that include near and mid-term architectures, migration strategies and project descriptions.
- Ensuring the development, maintenance, and operation of information systems for specific functional areas, to include databases, applications and associated infrastructure requirements, that implement approved information systems strategies.
- In coordination with related activities, prototyping and testing development approaches, including the design, development, operation and maintenance of consolidated/integrated data bases for Department use across functional areas.
- In conjunction with XF, implementing corporate subject area data bases and ensuring their proper operation across functional areas.
- Tasking and overseeing technical implementation management organization activities to achieve/implement approved strategies and projects.
- In coordination with CIM/XE, providing technical guidance and expertise to the Technical Implementation Managers to ensure that standard methods and tools, common acquisitions and other building blocks are used in their development efforts.
- Reviewing technical implementation management plans for conformance to overall functional requirements and technical information plans.
- Establishing and executing a technical integration control mechanism for the functional area, to ensure control of baselines and interfaces for specific systems and projects within the functional area and across areas.

- Facilitating the on-going transfer of new functional requirement(s) and/or modifications to existing functional requirements between the functional integration management organization and the technical implementation management organization(s) and cross functional/technical organizations.
- Synchronizing implementation activities across functional areas.

REQUIREMENT: On 12 June 1991, the DoD Information Technology Policy Board (ITPB) assigned the Defense Information Systems Agency (DISA) responsibility to perform technical integration in each functional area. To date two Technical Integration Managers have been assigned: Dr. Michael J. Mestrovich, Medical Technical Integration Manager and Mr. Lonnie L. Thompson, Materiel & Logistics Technical Integration Manager.

CUSTOMERS: The products and services associated with this project are intended to support information system technical integration activities throughout the Department. Principal customers are functional proponents and their functional integration managers and system users.

PRODUCTS AND MILESTONES: Products and Milestones are shown below for the Medical and Materiel & Logistics TIMs. The same products apply to TIMs assigned during later phases, with milestones at correspondingly later dates. Products with a continuing requirement are so indicated.

Memorandum of understanding among affected organizations	9/91
Establishment of functional area info systems baseline	10/91
Assessment of current technical/functional baseline	11/91
Adjustment of extant technical implementation management plans	11/91
Technical architecture (continuous)	1/92
Data architecture (continuous)	1/92
Consolidated acquisition requirements for functional area (updated annually)	1/92
Consolidated budget data (updated semi-annually)	1/92
DOD Acquisition vehicle coordination (periodic revision as required)	2/92
Information systems plan mapping requirements to target architectures, migration strategies, and implementing programs/projects (continuous)	2/92
Project descriptions and charters for technical implementation managers (continuous)	3/92
Project technical reviews	Quarterly
Consolidated progress reports	Quarterly
Technical interchange working sessions	Periodic

Configuration management plan	3/92
Prototype plan	3/92
Integrated database prototypes	FY92 - 98
Technical prototypes	FY92 - 98
Integration control board charter	4/92
Integration configuration control activities	Continuous
Architecture and standards conformance reviews	Periodic
Configuration baseline	
(updated as required)	6/92
Technical support to projects	Continuous
Integrated test master plan	
(draft)	6/92
Test procedures and plans	10/92
Test activities	FY93 - 95
Cross-functional analyses and plans	FY92 - 94

PLANNING, INTEGRATION, AND CUSTOMER SUPPORT PROGRAM OVERVIEW

PURPOSE: To provide planning and technical oversight, and manage acquisition across the Center programs and coordinate Center programs with related DISA and DoD CIM efforts. The goal is to support the Director, manage and assess current Center activities and plan for the future.

DESCRIPTION: This program area will produce the Center's Strategic Plan. The Strategic Plan will follow the philosophy and doctrine espoused by the Director of Defense Information. It represents the long-term framework for the entire range of Center activities and provides a near-term focus on critical tasks and products. The Strategic Plan will describe specific technical initiatives that need to be implemented to enable the Center to achieve its objectives. Working closely with OSD, this program area will establish a DoD-wide fee-for-service strategy for appropriate areas such as communications and computer services.

The integration activity provides a horizontal view across Center program areas to ensure harmony and synergy between line elements and the overall DoD Corporate Information Management Program. This effort ensures that the Center's programs are cohesive, consistent and are directed to accomplishing the Center's goals. This activity ensures that Center programs are technically integrated to fulfill requirements in a cost effective manner and also are in harmony with other DISA and DoD CIM programs. It will perform cross-cutting technical activities such as developing an overall security approach and plan for information systems, and the development of a DoD IM life cycle methodology. This methodology will provide a framework for defining interfaces among the various phases of the information management life cycle and specific disciplines such as business case analysis, information systems engineering, and open systems architecture engineering. The benefits to DoD of producing the methodology include: technical improvements to DoD systems, consistency among DoD systems developments, and DoD-wide cost avoidance by precluding duplication of this effort by the Services/Agencies.

The customer support activity will be the initial focal point for interaction with users. The goal of this activity is to ensure that customers' prioritized requirements for services are met. Its activities consist of surveying customer requirements and priorities for products and services; consolidating overall user requirements and recommending priorities/scheduling to the Director and the planning activity; coordinating customer inquiries by establishing points-of-contact and user representatives and conducting periodic surveys of customer satisfaction.

Finally, acquisition support is provided to fulfill both the Center's internal contract requirements and also for identifying and coordinating common DoD requirements. As required, the Acquisition activity will assist in coordinating and developing DoD-wide vehicles for common methods and tools, commercial software packages, hardware and other items.

KEY PROJECTS AND MILESTONES: The key products produced by this program area includes a Strategic Plan, provided by February 1992, updated every 6 months, that lays out the Technical initiatives the Center needs to accomplish over the next ten years. The integration activity will produce a draft DoD IM Life-Cycle Methodology by June 1992. In the customer support area an initial survey of customer needs will be completed by November 1992 and revised on a six month basis.

PLANNING, INTEGRATION, AND CUSTOMER SUPPORT ACQUISITION

PURPOSE: To provide a single focal point for planning and managing Center and DoD-wide acquisitions, ensure the availability of selected common acquisition vehicles that meet DoD needs in a timely manner, serve as the focal point for Center-wide vehicles for support from FFRDCs, SETA and other contractors.

DESCRIPTION: This activity plans, manages and coordinates Center and DoD-wide acquisitions for products and services. It will develop a standard process for identifying and coordinating common requirements; structuring acquisitions to meet overall DoD needs in a timely manner; identifying acquisition responsibilities; and ensuring effective user participation in the acquisition process. It will prevent duplication and ensure full coverage in the Center's acquisition activities.

This activity will provide contracts with FFRDCs and SETA contractors for technical services to support the Center program. It will coordinate and oversee Center-wide contracts that cross program area boundaries, e.g., for overall life-cycle methodology tools.

As needed, the acquisition activity will assist in developing DoD-wide vehicles for common methods and tools, commercial software packages, hardware and other items. It will coordinate with the Services, Agencies and JS to ensure their requirements are met. As soon as possible, this service will be transitioned to operate on a chargeback basis, although some management overhead may continue to be centrally funded.

Initially this effort will include only those efforts that support the Center but it will grow as it provides requirement type acquisition vehicles for all of DoD. These acquisitions will be eventually provided on a fee-for-service basis.

REQUIREMENT: DDI; Director, Center for Information Management

CUSTOMER: OSD, Services, Agencies, Commands

PRODUCTS AND MILESTONES:

Acquisition status reports (updated quarterly)	3/92
Center acquisition plan (updated yearly)	4/92
FFRDC contracts (updated yearly and as required)	FY91
SETA contract award	8/92
Selected center acquisitions	TBD
DoD-wide acquisitions	TBD

PLANNING, INTEGRATION, AND CUSTOMER SUPPORT PROGRAM INTEGRATION

PURPOSE: To ensure integration of intra-Center technical activities, and efforts among the Center, DISA and DoD CIM, to guide the development of an integrated top-level IM life-cycle methodology, to provide a framework for managing the interfaces between program area methodologies, and to manage technical efforts that involve multiple directorates and ensure efforts of Technical Integration Managers are coordinated with other directorates activities.

DESCRIPTION: This activity will perform systems integration across the Center, DISA and DoD CIM activities to ensure consistency, completeness and adherence to DoD IM policy, goals and objectives. An example of this cross-cutting activity is to develop an integrated approach to security issues that have an impact on all program areas, and must be addressed in a holistic manner similar to ITPB Action 91-21 for methodologies.

The Integration activity will develop a top level DoD information management life-cycle methodology as an integrating framework for business case analysis and information engineering, information systems software engineering, open systems infrastructure engineering and other disciplines. It will develop a management plan for required methodology efforts. It will help to institutionalize the methodology through provision of concise guidelines, a training plan and user support. The methodology will be tested in real-world applications. This activity responds to ITPB Action 91-21.

The activity serves as technical staff to the Director, Center for Information Management. It will develop and maintain a technical management plan for coordinating cross-cutting, detailed technical activities and evolving to the target IM environment that includes fee-for-service. To make the plan effective, the integration project will conduct in-progress reviews, technical interchange meetings, and other cross-program liaison activities. It will provide a single focal point for Center interaction with the ITPB to ensure coordinated Center positions, consistency with Center goals and follow-up actions. As necessary, it will manage tiger teams to resolve high priority IM issues. Finally, it will provide technical assistance to the directorates, as required.

REQUIREMENT: ELG; DDI, Director

CUSTOMER: ASD (C3I), Services, Agencies, JS

PRODUCTS AND MILESTONES:

DoD IM life-cycle methodology

- Concept

8/91

- Draft framework

1/92

I-CASE recommendations	1/92
Technical management plan	6/92
Security plan	2/92
MAISRC review	As required
ITPB coordination	Continuous
Technical reviews, technical interchange meeting, cross-program liaison	As required
Tiger teams	As required

PLANNING, INTEGRATION, AND CUSTOMER SUPPORT PROGRAM
PLANNING

PURPOSE: To plan the technical initiatives across the Center, and between the Center and the rest of DoD, assess technologies for their strategic impacts, develop a fee-for-service plan with OSD, and translate Center plans into budget inputs.

DESCRIPTION: This activity will develop and maintain a Strategic Plan for the Center to support DoD IM. The Center's Strategic Plan will follow the philosophy espoused by the Director of Defense Information (DDI) and will provide technical support to the DDI for the overall DoD Corporate Information Management Program. Prior to publication of the Center's Strategic Plan, working meetings will take place between the DDI's staff and the Center's planning staff to ensure an overall comprehensive plan is established. The Strategic Plan will also be coordinated with the Services and other DoD components. The Center Plan will be translated into budgetary inputs for DISA five year corporate plan submissions and operating plans.

To support the planning process, liaison with the DoD community will provide the information for technology assessments and the impact of technology on future information management systems. Another focus area for early attention is to work with OSD to develop an overall fee-for-service strategy, including the transition of DoD information technology services to operate on a fee-for-service basis. This strategy will help to guide and ensure consistency of all fee-for-service plans and implementations across the Center programs.

This activity will brief the Center Director regularly on the status and progress of the DoD IM efforts for which the Center is responsible. It will also provide Center liaison with ASD(C3I) on planning and policy issues.

REQUIREMENT: Director, Center for Information Management

CUSTOMERS: Director, Center Director, ASD(C3I), DISA Senior Managers

PRODUCTS AND MILESTONES:

Establish service coordination working group	9/92
Strategic Plan	2/92
(Updated every 6 months)	
Fee-for-service strategy & plan	
(dependent upon OSD schedule)	TBD
Technology assessments	
(critical areas)	1/92
(initial assessment)	5/92
updated periodically	

Center FYCP inputs (updated bi-annually)	1/92
Center operating plan (updated every 6 months)	6/92

**PLANNING, INTEGRATION, AND CUSTOMER SUPPORT
CUSTOMER SUPPORT PROJECT**

PURPOSE: To provide a focal point in the Center's interaction with customers to ensure customer requirements are met under a total quality management (TQM) approach, develop a customer base and market products and services to Service and Agency customers, and measure user satisfaction and performance quality of the Center's programs.

DESCRIPTION: This activity will be the Center's first point of contact for the CIM customer base. It will support assessment of user requirements, identify customers in the Services and agencies, and serve as the customer support and help activity. To ensure customer needs are satisfied and quality service is maintained under the TQM concept, measurement mechanisms including customer surveys, will be established. Reports on how the Center is doing and recommendations will be provided periodically to the Director.

This activity will help direct customers to the internal CIM group or groups that best meet the customer's requirements. It will establish Center points-of-contact and customer representatives, consolidate customer requirements, and recommend priorities and scheduling to the Director.

Also, the Customer Support Division supports the Center's participation in conferences, seminars, and other forums. This support includes arrangement for facilities, speech preparation, travel and parking arrangements, and other activities.

REQUIREMENT: Need to facilitate access to Center's products and services and obtain feedback on performance.

CUSTOMERS: Corporate Information Management customers, Director, and Center personnel.

PRODUCTS AND MILESTONES:

Initial survey of customer needs	11/92
Consolidated requirements/priorities/schedules (Updated semiannually)	1/92
Consolidated surveys of satisfaction and Center performance (Updated semiannually)	6/92
Provide continuous education and awareness training (Ongoing)	6/92
Create new markets	10/92
TQM Practices for DoD CIM	11/92
Customer Information Material (E.G., Points-of-contact) (Ongoing)	FY92

Assess points-of-contact
Forecast future demands
Develop customer loyalty

1/93
7/93
FY92-98

DIRECT CENTER SUPPORT PROGRAM OVERVIEW

PURPOSE: To provide administrative and technical staff support to the Director, Center for Information Management in the management of civilian and military personnel, facilities, logistics, security, contracting, financial management, supply, training, office automation, and administration. (Note: This program includes internal Center support and Center support received from DISA. Center support received from DISA includes financial management officers from the Comptroller, primarily supply, space and facilities, and personnel support from the Center for Agency Services, and procurement support from the Acquisition Management Directorate.) There are no projects associated with this program.

DESCRIPTION: Direct Center Support establishes and maintains process, policy, and controls for effective management of the Center's resources. Included are the implementation of organizational development strategies, personnel actions including allocation, transfer, recruiting, and training.

Direct Center Support manages space and facility requirements, telephone service, and facsimile. Other areas include information and physical security, central property accountability, and contractor support.

Another major activity is the administration and coordination of all administrative actions including: filing system, suspense actions system, publications library, and receipt and distribution of correspondence. Also included in this area are supplies for the Center as well as graphics support. Administrative support can be extended to geographically separated segments of the organization.

Office automation is a large and key function performed by the Direct Center Support. Actions in this area include network administration, training, maintenance, software provisioning, and accountability of all ADP equipment as well as a customer service desk. This support extends beyond Center personnel to the functional and technical integration groups at remote locations. This will be provided on a fee-for-service basis.

Training is another major activity. Training will include: familiarity/knowledge with applications programs; leadership and developmental training for career growth; and detailed technical training in the latest technology and other specialized areas.

KEY ACTIVITIES AND MILESTONES: During the period covered by this plan, the Direct Center Support will undertake many initiatives to provide support to the Center for Information Management. Key activities include: filling the administrative support staff in FY 1992; staffing the Center, on-going; participating in Consolidation 21, on-going; improving office automation, FY 1992 and continuing; establishing fee-for-service support to the Function and Technical Integration Groups, October 1991; and moving to a new, permanent facility, FY 1992.

CIMNET PROGRAM OVERVIEW

The Defense Information Systems Agency will be the executive agent for CIMnet. The Center for Information Management will assist in this effort by serving as a testbed for prototyping capabilities prior to implementation on the network, and by providing operations and maintenance support for CIMnet's integrated office automation and network capabilities. A detailed plan will be coordinated throughout DISA and with DIA and submitted under separate cover for approval of the unfunded requirements presented in this plan.

SECTION 3.

CENTER RESOURCE SUMMARY

PROGRAM AREA: SUMMARY

	FY92	FY93	FY94	FY95	FY96	FY97	FY98
I/M MANPOWER							
CIVILIAN	536	851	1,265	1,439	1,566	1,599	1,636
MILITARY	35	151	204	220	238	241	243
OFFICER	0	0	0	0	0	0	0
ENLISTED	0	0	0	0	0	0	0
TOTAL	571	1,002	1,469	1,659	1,804	1,840	1,879
O & M (\$000)							
FFROC	3,994	3,946	5,074	6,248	6,650	7,076	7,329
OTHER CONTRACTS	19,633	24,524	29,014	35,311	37,711	39,160	41,665
OPERATING EXPENSES							
CIVILIAN PAY	21,665	47,788	74,975	83,061	105,474	114,325	128,108
TRAVEL	536	930	993	1,904	2,208	2,319	2,412
TRAINING	536	930	993	1,904	2,208	2,319	2,412
FACILITIES	2,242	3,446	4,985	6,130	7,723	8,120	8,592
OTHER	5,500	7,700	10,200	12,400	13,600	14,300	14,900
TOTAL	54,106	89,263	126,233	146,957	175,574	187,619	205,417
R & D							
	0	0	3,430	3,540	3,780	3,825	3,940
PROCUREMENT							
	0	0	10,565	10,309	10,448	10,910	12,235
GRAND TOTAL	54,106	89,263	140,228	160,806	189,802	202,354	221,592

	FY92	FY93	FY94	FY95	FY96	FY97	FY98
NEAR TERM R & D REQUIREMENT:							
	0	3,215					
TO BE FUNDED THROUGH CIM CENTRAL FUND:							
PROGRAM AREA: CIMNET							
OTHER CONTRACTS							
	2,400	2,500	2,700	2,800	2,900	3,000	3,350
PROCUREMENT							
	3,000	1,554	1,811	1,965	2,171	2,378	2,637
GRAND TOTAL							
	5,400	4,054	4,511	4,765	5,071	5,378	5,987
CENTRAL CIM FUND PROCUREMENT REQUIREMENT FOR CENTER:							
	5,865	9,256					

PROGRAM AREA: INFORMATION ENGINEERING

	FY92	FY93	FY94	FY95	FY96	FY97	FY98
I/H MANPOWER							
CIVILIAN	153	158	184	202	202	202	217
MILITARY OFFICER ENLISTED	2	12	21	23	23	23	23
TOTAL	155	170	205	225	225	225	240
O & M (\$000)							
FFRDC	1,135	314	324	378	391	404	418
OTHER CONTRACTS	4,200	4,330	3,638	4,431	4,586	4,743	5,256
OPERATING EXPENSES							
TRAVEL							
TRAINING							
FACILITIES							
OTHER							
TOTAL	5,335	4,644	3,962	4,809	4,977	5,147	5,674
R & D							
PROCUREMENT							
	800		1,000	250	250	250	1,000
GRAND TOTAL	6,135	4,644	4,962	5,059	5,227	5,397	6,674

PROGRAM AREA: SOFTWARE SYSTEMS ENGINEERING

	FY92	FY93	FY94	FY95	FY96	FY97	FY98
I/H MANPOWER							
CIVILIAN	60	102	213	256	298	298	298
MILITARY OFFICER ENLISTED	11	18	37	44	52	52	52
TOTAL	71	120	250	300	350	350	350
O & M (\$000)							
FFRDC	600	700	813	1,234	1,463	1,700	1,800
OTHER CONTRACTS	4,700	5,500	6,445	6,894	7,166	7,360	7,669
OPERATING EXPENSES							
TRAVEL							
TRAINING							
FACILITIES							
OTHER							
TOTAL	5,300	6,200	7,258	8,128	8,629	9,060	9,469
R & D							
		3,100	3,200	3,300	3,400	3,500	3,600
PROCUREMENT							
	850	2,340	2,100	2,240	1,850	1,950	2,050
GRAND TOTAL	6,150	11,640	12,558	13,668	13,879	14,510	15,119

PROGRAM AREA: INFRASTRUCTURE ENGINEERING

	FY92	FY93	FY94	FY95	FY96	FY97	FY98
I/H MANPOWER							
CIVILIAN	100	131	223	278	324	325	325
MILITARY OFFICER ENLISTED	0	9	17	22	26	25	25
TOTAL	100	140	240	300	350	350	350
O & M (\$000)							
FFRDC	900	1,100	1,600	1,750	1,809	1,880	1,910
OTHER CONTRACTS	800	1,983	3,507	4,700	5,933	5,971	6,205
OPERATING EXPENSES							
TRAVEL							
TRAINING							
FACILITIES							
OTHER							
TOTAL	1,700	3,083	5,107	6,450	7,742	7,851	8,115
R & D							
		115	230	240	380	325	340
PROCUREMENT							
	130	5,215	5,505	5,691	6,013	6,146	6,356
GRAND TOTAL	1,830	8,413	10,842	12,381	14,135	14,322	14,811

PROGRAM AREA: INFORMATION TECHNOLOGY STANDARDS

	FY92	FY93	FY94	FY95	FY96	FY97	FY98
I/R MANPOWER							
CIVILIAN	80	122	137	156	168	185	203
MILITARY OFFICER ENLISTED	1	4	8	9	15	19	21
TOTAL	81	126	145	165	183	204	224
O & M (\$000)							
FFRDC							
OTHER CONTRACTS	1,680	2,080	2,480	2,960	3,280	3,680	4,160
OPERATING EXPENSES							
TRAVEL							
TRAINING							
FACILITIES							
OTHER							
TOTAL	1,680	2,080	2,480	2,960	3,280	3,680	4,160
R & D							
PROCUREMENT							
	1,085	147	149	163	164	186	192
GRAND TOTAL	2,765	2,227	2,629	3,123	3,444	3,866	4,352

PROGRAM AREA: TECHNICAL INTEGRATION MANAGEMENT

	FY92	FY93	FY94	FY95	FY96	FY97	FY98
I/H MANPOWER							
CIVILIAN	75	244	390	390	390	390	390
MILITARY OFFICER	14	97	110	110	110	110	110
ENLISTED							
TOTAL	89	341	500	500	500	500	500
O & M (\$000)							
FFRDC	679	1,127	1,607	2,041	2,110	2,182	2,256
OTHER CONTRACTS	3,913	6,154	8,201	10,957	11,251	11,780	12,375
OPERATING EXPENSES							
TRAVEL							
TRAINING							
FACILITIES							
OTHER							
TOTAL	4,592	7,281	9,808	12,998	13,361	13,962	14,631
R & D							
PROCUREMENT							
GRAND TOTAL	4,592	7,281	9,808	12,998	13,361	13,962	14,631

PROGRAM AREA: PLANNING AND INTEGRATION

	FY92	FY93	FY94	FY95	FY96	FY97	FY98
I/H MANPOWER							
CIVILIAN	29	35	40	46	52	63	63
MILITARY OFFICER ENLISTED	5	9	9	9	9	9	9
TOTAL	34	44	49	55	61	72	72
O & M (\$000)							
FFRDC	680	705	730	845	877	910	945
OTHER CONTRACTS	440	477	543	569	595	626	650
OPERATING EXPENSES							
TRAVEL							
TRAINING							
FACILITIES							
OTHER							
TOTAL	1,120	1,182	1,273	1,414	1,472	1,536	1,595
R & D							
PROCUREMENT							
GRAND TOTAL	1,120	1,182	1,273	1,414	1,472	1,536	1,595

PROGRAM AREA: DIRECT CENTER SUPPORT AND OTHER DISA

	FY92	FY93	FY94	FY95	FY96	FY97	FY98
I/H MANPOWER							
CIVILIAN	22	28	47	80	101	102	104
MILITARY OFFICER ENLISTED	2	2	2	3	3	3	3
TOTAL	24	30	49	83	104	105	107
O & M (\$000)							
FFROC							
OTHER CONTRACTS	1,500	1,500	1,500	2,000	2,000	2,000	2,000
OPERATING EXPENSES							
TRAVEL							
TRAINING							
FACILITIES							
OTHER							
TOTAL	1,500	1,500	1,500	2,000	2,000	2,000	2,000
R & D							
PROCUREMENT							
GRAND TOTAL	1,500	1,500	1,500	2,000	2,000	2,000	2,000

PROGRAM AREA: CINNET MANPOWER

	FY92	FY93	FY94	FY95	FY96	FY97	FY98
I/H MANPOWER							
CIVILIAN	17	31	31	31	31	34	36
MILITARY OFFICER ENLISTED	0	0	0	0	0	0	0
TOTAL	17	31	31	31	31	34	36